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**ORGANISATION FACTORS THAT INFLUENCE TRANSFER OF
TRAINING AMONG EMPLOYEES AT FARMERS' ORGANISATION
AUTHORITY HEADQUARTERS, KUALA LUMPUR**



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Management



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ABSTRACT

Transfer of training is important to an organisation as organisations have devoted lot of money for sending their employees for training in order to increase the employees' knowledge, skills and abilities. From the training they attended, it is essential for the employees to apply the learned knowledge into the workplace. The purpose of this study is to examine rewards, supervision and peer relationships influence on the transfer of training at Farmers' Organisation Authority (FOA) Headquarters, Kuala Lumpur. A cross-sectional study was chosen for this research. Data were gathered through questionnaire survey involving employees (n=252). Quantitative methodology was employed for this study to examine the relationships among rewards, supervision, and peer relationship on the transfer of training involving employees at FOA Headquarters, Kuala Lumpur. Self-administered questionnaires were adapted from various sources and consisted of variables related to transfer of training, rewards, supervision and peer relationships. Data gathered were then analysed using Statistical Packages for Social Sciences, version 22.0 (SPSS). This study applied descriptive statistics, reliability and inferential analysis to examine the relationships among the variables. The results showed that only rewards and supervision had significant relationship with transfer of training while peer relationship was found to be insignificant. The implications of this study are FOA needs to be proactive in order to increase the employees' rewards, encourage supervisors to support their supervisees as well as create conducive atmosphere to ensure the transfer of training occur in the workplace and utilise experienced workers efficiently.

Keywords: *Transfer of training, rewards, supervision and peer relationships.*

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ABSTRAK

Pemindahan latihan adalah penting terhadap sesebuah organisasi kerana sesebuah organisasi memperuntukkan jumlah yang besar bagi menghantar kakitangannya untuk menjalani latihan atau kursus demi meningkatkan pengetahuan, kemahiran, dan kemampuan mereka. Daripada latihan yang telah dihadiri, adalah penting untuk pekerja mengaplikasikan pengetahuan yang dipelajari di tempat kerja. Tujuan penyelidikan ini adalah untuk mengkaji sejauh mana ganjaran, penyeliaan, dan hubungan sesama pekerja mempengaruhi proses pemindahan latihan di Ibupejabat Lembaga Pertubuhan Peladang (LPP), Kuala Lumpur. Kajian keratan rentas dipilih untuk kajian ini. Data dikumpul melalui borang kaji selidik dan responden adalah seramai (n=252). Kaedah kuantitatif digunakan untuk menganalisa hubungan ganjaran, penyeliaan dan rakan sekerja dengan pemindahan latihan di kalangan kakitangan Ibupejabat LPP, Kuala Lumpur. Soalan kaji selidik diadaptasi daripada pelbagai sumber mengandungi pemboleh ubah berkaitan dengan pemindahan latihan, ganjaran, penyeliaan dan hubungan rakan sekerja. Data yang diperolehi dianalisa menggunakan Pakej Statistik untuk Sains Sosial, versi 22.0 (SPSS). Kajian ini menggunakan kaedah diskriptif, kebolehpercayaan dan inferensi untuk melihat hubungan antara pembolehubah. Keputusan kajian menunjukkan bahawa ganjaran dan seliaan mempunyai hubungan yang signifikan dengan pemindahan latihan. Beberapa implikasi yang diperolehi adalah untuk mengambil tindakan proaktif bagi meningkatkan tahap ganjaran pekerja, menggalakkan penyelia untuk menyokong pekerja dan mewujudkan suasana kondusif bagi memastikan pemindahan latihan dapat berlaku dengan berkesan di tempat kerja.

Kata kunci: *Pemindahan latihan, ganjaran, seliaan dan hubungan rakan sekerja.*

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CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

There is always a division of training in most organization. This division ensure the quality assurance of every staff hired by the organisations. Failure to have quality workers will result in failures in the organisation performance. Every training programmes conducted need to achieve their goals in order to ensure the appropriate transfer of attitudes, knowledge and skills. The transfer of training can be defined as the level where all the individuals were capable of utilizing the knowledge, skills and ability on the job that were gained in a training programme (Daley, 2012). Quendler and Lamb (2016) have identified the problems in acquiring the transfer of training skills, knowledge and ability. Training programmes that are poorly designed and organised can cause undesirable results. Therefore, it is important for every training manager to ensure the programmes are effective and efficient in helping to improve the employees' performance.

Training organisers need to have some reasonable knowledge and skills concerning the effectiveness and efficiency of training programmes to be conducted. If programmes are conducted without proper plans and strategies, training programmes can be ineffective. It is important for training managers to possess an overall understanding of the fundamental principles of the training transfer. If training managers are not knowledgeable in terms of training transfer, the outcomes will not

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**APPENDICES A:
Questionnaire**



INFORMATION AND CONSENT FORM

***ORGANISATIONAL FACTORS THAT INFLUENCE TRANSFER OF
TRAINING AMONG THE EMPLOYEES OF FARMERS'
ORGANISATION AUTHORITY, HEADQUARTERS KUALA LUMPUR.***

Dear Sir/Madam/Miss,

Thank you for agreeing to participate in this research. I am a Master student at University Utara Malaysia.

The following survey is being conducted for a partial fulfilment for the Masters in Human Resource Management research paper requirement at University Utara Malaysia. This research paper is to assess the transfer of training in Farmers' Organisation Authority employees at Headquarters Kuala Lumpur.

I would appreciate if you could answer the questions sincerely because the information provided will influence the accuracy and success of this research. It will take less than 20 minutes to answer this questionnaire. The feedback is confidential and will be used for academic purpose only.

Thank you for the assistance given and the time taken to answer the questionnaire.

Yours sincerely,

Roshidah binti Ahmad,

MSc. Human Resource Management

School of Business Management (COB)



MAKLUMAT DAN BORANG KEBENARAN

Kepada Tuan/Puan/Cik,

Terima kasih kerana bersetuju untuk menyertai kajian ini. Saya adalah pelajar dari Universiti Utara Malaysia.

Kajian tinjauan ini adalah sebahagian daripada keperluan untuk melengkapkan kertas kajian bagi Ijazah Sarjana dalam Pengurusan Sumber Manusia di Universiti Utara Malaysia. Tujuan kajian ini adalah untuk menilai pemindahan latihan di Lembaga Pertubuhan Peladang (LPP), Kuala Lumpur.

Saya amat menghargai jika anda dapat menjawab semua soalan yang dikemukakan secara jujur kerana maklumat yang diberikan akan mempengaruhi ketepatan hasil dan kejayaan kajian ini. Soalan-soalan ini hanya akan mengambil masa selama 20 minit untuk dijawab. Maklumbalas yang diperolehi adalah sulit dan hanya akan digunakan untuk tujuan akademik sahaja.

Terima kasih di atas kerjasama dan masa yang telah anda peruntukkan untuk menjawab soalan-soalan ini.

Yang benar,

Roshidah binti Ahmad,

Ijazah Sarjana Pengurusan Sumber Manusia

School of Business Management (COB)

PART A

Sila tandakan (BULATKAN) tahap persetujuan anda mengikut urutan terhadap pernyataan berikut.

Please indicate (CIRCLE) your agreement to the following statements.

1	2	3	4	5
Sangat tidak bersetuju <i>Strongly disagree</i>	Tidak bersetuju <i>Disagree</i>	Separa bersetuju <i>Partially Agree</i>	Bersetuju <i>Agree</i>	Sangat bersetuju <i>Strongly Agree</i>

BAHAGIAN 1: Pemindahan latihan

SECTION 1: Transfer of training

Pemindahan latihan : Kemahiran pekerja menggunakan pengalaman pembelajaran dalam latihan dan menerapkannya ke dalam pekerjaan yang menghasilkan kerja lebih efisien.

Transfer of training: Employee's proficiency to utilize the learned skills in training and apply it into the job which resulted to work more efficiently.

1.	Dengan menggunakan pengetahuan, kemahiran, dan kebolehan tersebut telah membantu saya menambahbaik kerja saya. <i>Using the new knowledge, skill and ability has helped me improve my work.</i>	1	2	3	4	5
2.	Saya dapat menyiapkan tugas dalam masa yang lebih singkat berbanding sebelum latihan.	1	2	3	4	5

	<i>I can accomplish my job tasks faster than before training.</i>					
3.	<p>Saya telah berjaya menyiapkan tugas lebih cepat berbanding sebelum menjalani latihan.</p> <p><i>I have accomplished my job training faster than before training.</i></p>	1	2	3	4	5
4.	<p>Saya dapat menyiapkan tugas dengan lebih baik menggunakan pengetahuan, kemahiran, dan kebolehan yang baru dipelajari.</p> <p><i>I can accomplish job tasks better using new knowledge, skill and ability.</i></p>	1	2	3	4	5
5.	<p>Kualiti kerja bertambah baik dengan menggunakan pengetahuan, kemahiran, dan kebolehan yang baru dipelajari.</p> <p><i>The quality of work has improved after using new knowledge, skills and ability.</i></p>	1	2	3	4	5
6.	Saya kurang melakukan kesilapan dalam pengeluaran setelah menggunakan pengetahuan,	1	2	3	4	5

	kemahiran, dan kebolehan yang baru dipelajari. <i>I make fewer mistakes when using new knowledge, skill and ability.</i>					
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Sila tandakan (BULATKAN) tahap persetujuan anda mengikut urutan terhadap pernyataan berikut.

Please indicate (CIRCLE) your agreement to the following statements.

1	2	3	4	5
Sangat tidak bersetuju <i>Strongly disagree</i>	Tidak bersetuju <i>Disagree</i>	Separa bersetuju <i>Partially Agree</i>	Bersetuju <i>Agree</i>	Sangat bersetuju <i>Strongly Agree</i>

BAHAGIAN 2 : Penyeliaan

SECTION 2 : Supervision

Penyeliaan : Tahap yang mana penyelia berkelakuan sesuai dengan objektif latihan signifikan terhadap pemindahan latihan dan elemen utama pengawasan termasuk mendiagnosis tugas, menentukan tujuan, memberi maklumbalas, memperoleh komitmen dan memberikan sokongan.

Supervision: The extent to which the supervisor behaves in ways congruent with the training objectives has a significant impact on the transfer of training and the key elements of supervision include diagnosing job tasks, setting goals, providing feedback, obtaining commitment, and giving support.

1.	<p>Penyelia saya membantu saya menetapkan sasaran untuk mengaplikasikan pengetahuan, kemahiran, dan keupayaan baru dalam kerjaya saya.</p> <p><i>My supervisor helps me set goals for applying new knowledge, skill and ability to my job.</i></p>	1	2	3	4	5
2.	<p>Penyelia saya menetapkan kriteria untuk mengaplikasikan pengetahuan, kemahiran, dan keupayaan baru dalam kerjaya saya.</p> <p><i>My supervisor sets criteria for applying new knowledge, skill and ability to my job.</i></p>	1	2	3	4	5
3.	<p>Penyelia saya menyediakan apabila saya berdepan masalah dalam mencuba pengetahuan, kemahiran, dan keupayaan baru.</p> <p><i>My supervisor provides assistance when I have a problem trying out new knowledge, skill and ability.</i></p>	1	2	3	4	5
4.	<p>Penyelia saya berbincang tentang bagaimana untuk mengaplikasikan pengetahuan, kemahiran,</p>	1	2	3	4	5

	<p>dan keupayaan baru dalam situasi kerja.</p> <p><i>My supervisor discusses how to apply new knowledge, skill and ability to job situations.</i></p>					
5.	<p>Penyelia saya memaklumkan saya tentang tahap penguasaan saya dalam menyiapkan tugas menggunakan pengetahuan, kemahiran, dan keupayan baru.</p> <p><i>My supervisor informs me how well I accomplish tasks by using new knowledge, skill and ability.</i></p>	1	2	3	4	5
6.	<p>Penyelia saya memaklumkan tentang pencapaian keseluruhan kumpulan dalam menyiapkan tugas yang diberi.</p> <p><i>My supervisor informs me of our group performance in accomplishing tasks.</i></p>	1	2	3	4	5

Sila tandakan (BULATKAN) tahap persetujuan anda mengikut urutan terhadap pernyataan berikut.

Please indicate (CIRCLE) your agreement to the following statements.

1	2	3	4	5
Sangat tidak bersetuju <i>Strongly disagree</i>	Tidak bersetuju <i>Disagree</i>	Separa bersetuju <i>Partially Agree</i>	Bersetuju <i>Agree</i>	Sangat bersetuju <i>Strongly Agree</i>

BAHAGIAN 3: Ganjaran

SECTION 3: Reward

Ganjaran: Untuk menarik pekerja bekerja dengan berkesan, berdasarkan pengetahuan, kemahirannya dan juga terus memotivasi pekerja melaksanakan dengan berkesan.

Reward: To attract employee to work effectively, on his knowledge, skills, also keep on motivating the employee perform effectively.

1.	Pujian secara lisan diberikan kepada pekerja terlatih yang mengaplikasikan pengetahuan, kemahiran, dan keupayaan baru. <i>Verbal praise is given to trained workers who have applied new knowledge, skill and ability.</i>	1	2	3	4	5
2.	Pekerja terlatih boleh mendapat bonus di atas	1	2	3	4	5

	<p>peningkatan hasil kerja mereka.</p> <p><i>Trained workers can get a bonus for improved performance.</i></p>					
3.	<p>Pekerja terlatih boleh mendapat kenaikan gaji jika menggunakan pengetahuan, kemahiran, dan keupayaan secara efektif untuk menyiapkan tugas mereka.</p> <p><i>Trained workers can get a wage increase when they use knowledge, skill and ability in accomplishing tasks effectively.</i></p>	1	2	3	4	5
4.	<p>Pekerja akan mendapat kenaikan pangkat jika mereka berjaya menyiapkan tugas dengan cemerlang.</p> <p><i>Workers can get a promotion if they accomplish tasks with distinction.</i></p>	1	2	3	4	5
5.	<p>Saya pernah diberi pujian secara lisan kerana mengaplikasikan</p>	1	2	3	4	5

	<p>pengetahuan, kemahiran, dan keupayaan baru.</p> <p><i>I have been given verbal praise for applying new knowledge, skill and ability.</i></p>					
6.	<p>Saya pernah mendapat bonus kerana berjaya meningkatkan prestasi kerja menggunakan pengetahuan, kemahiran, dan keupayaan baru.</p> <p><i>I have received a bonus for improved performance by using new knowledge, skill and ability.</i></p>	1	2	3	4	5
7.	<p>Saya pernah mendapat kenaikan gaji kerana berjaya menyiapkan tugas secara efektif menggunakan pengetahuan, kemahiran, dan keupayaan.</p> <p><i>I got a wage increase for accomplishing tasks effectively with knowledge, skill and ability.</i></p>	1	2	3	4	5
8.	<p>Saya pernah dinaikkan pangkat kerana telah</p>	1	2	3	4	5

	<p>menyiapkan tugas dengan cemerlang.</p> <p><i>I received a promotion because I accomplished tasks with distinction.</i></p>					
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Sila tandakan (BULATKAN) tahap persetujuan anda mengikut urutan terhadap pernyataan berikut. *Please indicate (CIRCLE) your agreement to the following statements.*

1	2	3	4	5
<p>Sangat tidak bersetuju</p> <p><i>Strongly disagree</i></p>	<p>Tidak bersetuju</p> <p><i>Disagree</i></p>	<p>Separa bersetuju</p> <p><i>Partially Agree</i></p>	<p>Bersetuju</p> <p><i>Agree</i></p>	<p>Sangat bersetuju</p> <p><i>Strongly Agree</i></p>

BAHAGIAN 4: Hubungan Rakan Sekerja

SECTION 4: Peer Relationship

Hubungan Dengan Rakan Sekerja : Sokongan bersama melibatkan mereka yang mempunyai pengalaman hidup yang sama ketika mereka bergerak melalui situasi yang sukar.

Peer Relationship: The mutual support provided by people with similar life experiences as they move through difficult situations.

1.	Saya merasa rapat dengan rakan sekerja. <i>I feel close to my co-workers.</i>	1	2	3	4	5
2.	Rakan sekerja tidak berminat dalam masalah saya. <i>My colleagues do not take much interest in my problems.</i>	1	2	3	4	5
3.	Kadang-kadang saya rasa bersendirian apabila bersama rakan sekerja. <i>Sometimes I feel lonely when I am with my colleagues.</i>	1	2	3	4	5
4.	Kadangkala saya rasa tidak dapat menyesuaikan diri dengan baik bersama rakan sekerja. <i>I don't feel that I fit in very well with my co-workers.</i>	1	2	3	4	5
5.	Rakan sekerja akan berminat mendengar masalah saya. <i>My colleagues are willing to listen if I have a problem.</i>	1	2	3	4	5

BAHAGIAN B: Maklumat demografik

PART B: DEMOGRAPHIC INFORMATION

Sila tandakan (/) maklumat anda dalam kotak yang berkaitan.

Please indicate (TICK) your answer in the box provided.

1. Jantina (*Gender*):

- ☐ Lelaki (*Male*)
- ☐ Perempuan (*Female*)

2. Umur (*Age*) :

- ☐ <29 tahun (< 29 years)
- ☐ 30 – 39 tahun (30 – 39 years old)
- ☐ 40 – 49 tahun (40 – 49 years old)
- ☐ 50 tahun dan ke atas (50 and above years old)

3. Gred jawatan : Sila nyatakan : _____

Grade: Please Indicate: _____

4. Kelayakan akademik tertinggi (*Highest academic achievement*)

- ☐ SPM
- ☐ STPM
- ☐ Diploma
- ☐ Ijazah (Bachelor's Degree)
- ☐ Master
- ☐ Lain-lain; Sila nyatakan (*Others; Please Indicate*): -
- _____

5. Pendapatan bulanan terkini – gaji asas dan elaun (*Current monthly salary – basic salary and allowance*)

☐ RM2, 000 (< RM2, 000)

☐ RM2, 001-RM4, 000

☐ RM4, 001-RM6, 000

☐ RM6, 001-RM8, 000

☐ RM8, 001-RM10, 000

☐ RM10, 001 (> RM10, 001)

6. Tempoh perkhidmatan dalam organisasi ini

Tenure in this organization

☐ Kurang dari setahun (*Less than a year*)

☐ 1 – 3 tahun (*1-3 years*)

☐ 4 – 6 tahun (*4-6 years*)

☐ 7 – 10 tahun (*7-10 years*)

☐ Lebih dari 10 tahun (*More than 10 years*)

7. Berapa kalikah organisasi menghantar anda menghadiri kursus/latihan untuk tahun lepas (2017)?

How many times has the organisation send you to the training programme this year?

☐ Tiada (*None*)

☐ 1 – 3 kali (*1-3 times*)

☐ 4 - 6 kali (*4-6 times*)

☐ 7 – 10 kali (*7-10 times*)

☐ Lebih dari 10 kali (*More than 10 times*)

APPENDIX B: SPSS

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	102	40.5	40.5	40.5
	female	150	59.5	59.5	100.0
	Total	252	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 29	38	15.1	15.1	15.1
	30-39 yrs	144	57.1	57.1	72.2
	40 - 49yrs	52	20.6	20.6	92.9
	50yrs and above	18	7.1	7.1	100.0
	Total	252	100.0	100.0	

Grade

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	professional and management staff	87	34.5	34.5	34.5
	support staff	165	65.5	65.5	100.0
	Total	252	100.0	100.0	

Highest academic achievement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	19	7.5	7.5	7.5
	STPM	89	35.3	35.3	42.9
	diploma	81	32.1	32.1	75.0
	Ijazah	35	13.9	13.9	88.9
	masters	28	11.1	11.1	100.0
	Total	252	100.0	100.0	

Current monthly salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 2000	14	5.6	5.6	5.6
	2001 - 4000	165	65.5	65.5	71.0
	4001 - 6000	67	26.6	26.6	97.6
	6001- 8000	6	2.4	2.4	100.0
	Total	252	100.0	100.0	

Tenure in organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than a yr	13	5.2	5.2	5.2
	1 to 3 yrs	112	44.4	44.4	49.6
	4 to 6 years	44	17.5	17.5	67.1
	7 to 10 years	17	6.7	6.7	73.8
	more than 10yrs	66	26.2	26.2	100.0
	Total	252	100.0	100.0	

Training programme

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	none	6	2.4	2.4	2.4
	1 to 3 times	176	69.8	69.8	72.2
	4 to 6 times	69	27.4	27.4	99.6
	7 to 10 times	1	.4	.4	100.0
	Total	252	100.0	100.0	

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
gender	252	1	2	1.60	.492
age	252	1	4	2.20	.778
Grade	252	1	2	1.65	.476
highest academic achievement	252	1	5	2.86	1.106
current monthly salary	252	1	4	2.26	.593
tenure in organization	252	1	5	3.04	1.331
training programme	252	1	4	2.26	.498
Valid N (listwise)	252				

Statistics

	gender	age	Grade	highest academic achievement	current monthly salary	tenure in organization	training program me
Valid	252	252	252	252	252	252	252
Missing	0	0	0	0	0	0	0
Mean	1.60	2.20	1.65	2.86	2.26	3.04	2.26
Std. Error of Mean	.031	.049	.030	.070	.037	.084	.031
Std. Deviation	.492	.778	.476	1.106	.593	1.331	.498
Variance	.242	.606	.227	1.223	.352	1.771	.248
Skewness	-.390	.558	-.655	.446	.547	.461	.602
Std. Error of Skewness	.153	.153	.153	.153	.153	.153	.153
Kurtosis	-1.862	.184	-1.584	-.513	.641	-1.292	.013
Std. Error of Kurtosis	.306	.306	.306	.306	.306	.306	.306
Minimum	1	1	1	1	1	1	1

REGRESSION Inter-Item Correlation Matrix

	TOT	SPV	RWD	PRS
TOT	1.000	.998	.251	.359
SPV	.998	1.000	.255	.356
RWD	.251	.255	1.000	.357
PRS	.359	.356	.357	1.000

Residuals Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.1757	5.0037	3.8512	.55481	252
Residual	-.17306	.32507	.00000	.03745	252
Std. Predicted Value	-3.020	2.077	.000	1.000	252
Std. Residual	-4.594	8.629	.000	.994	252

a. Dependent Variable: TOT

Descriptive Statistics

	N Statistic	Maximum Statistic	Mean Statistic	Std. Error	Std. Deviation Statistic
TOT	252	5.00	3.8512	.03503	.55608
SPV	252	5.00	3.8466	.03506	.55650
RWD	252	5.00	3.8160	.03196	.50734
PRS	252	5.00	3.8008	.03947	.62651
Valid N (listwise)	252				

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.528 ^a	.279	.270	.51986

a. Predictors: (Constant), PRS, SPV, RWD

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.562	.310		5.032	.000
	SPV	.292	.064	.267	4.569	.000
	RWD	.505	.079	.426	6.399	.000
	PRS	-.189	.071	-.168	-2.674	.008

a. Dependent Variable: TOT

Correlations

		TOT	SPV	RWD	PRS
TOT	Pearson Correlation	1	.399**	.445**	.104
	Sig. (2-tailed)		.000	.000	.099
	N	252	252	252	252
SPV	Pearson Correlation	.399**	1	.389**	.205**
	Sig. (2-tailed)	.000		.000	.001
	N	252	252	252	252
RWD	Pearson Correlation	.445**	.389**	1	.509**
	Sig. (2-tailed)	.000	.000		.000
	N	252	252	252	252
PRS	Pearson Correlation	.104	.205**	.509**	1
	Sig. (2-tailed)	.099	.001	.000	
	N	252	252	252	252

**, Correlation is significant at the 0.01 level (2-tailed).

APPENDIX C: EMPLOYEES IN FARMERS' ORGANISATION AUTHORITY

Date	31 Mac 2018
Category	Employees
Nationality	Malaysian

Employee	Total
Top Management	3
Professional & Management	262
Supporting Staff	2,523
Total	2,788

Date Data	31 March, 2018
Date Report	31 March, 2018
Source	Administrative Management Division

APPENDIX E: KRIEJCIE AND MORGAN (1970) SAMPLING TABLE

Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: N is Population Size, S is Sample Size *Source: Krijcie & Morgan, 1970*

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